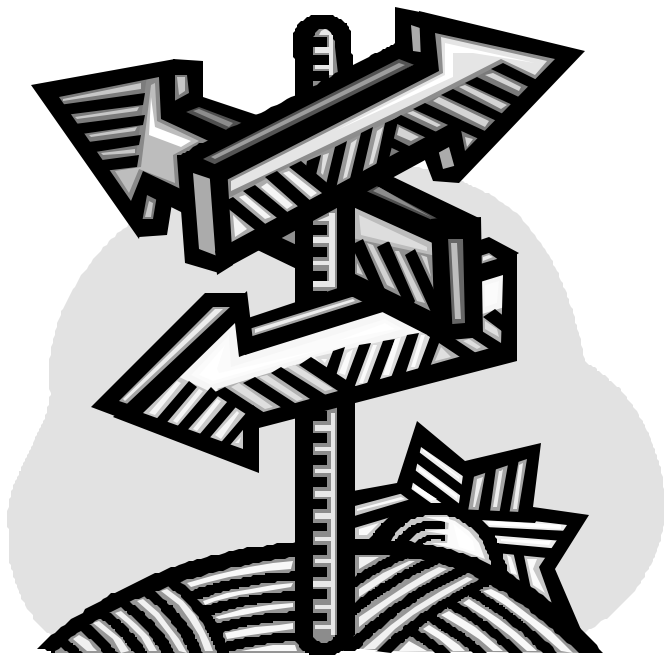




# the **I**ndividual **D**evelopment **P**lan

Presented by  
Darrell Bott  
Employee Development Specialist  
Department of State





If you don't  
know where you  
are going, any  
road will take  
you there.

- Lewis Carroll,  
Alice in Wonderland





You've got to be very  
careful if you don't know  
where you're going,  
because you might not get  
there.

- Yogi Bera

An Individual  
Development Plan  
provides a roadmap to  
help you keep on track  
and on target.





# My Definition -

An Individual Development Plan is:

- ✓ Instrument or tool to help an individual reach career goals within the context of organizational objectives
- ✓ Developmental actions that help employees move to where they want or need to go
- ✓ Proposed process to build on strengths and overcome weaknesses resulting in improved performance





# Myth Busting – An IDP Is Not A:

- Contract between employee – employer
  - An IDP does set expectations for everyone
- Performance appraisal or rating scheme
  - Purpose is professional development
- Guarantee of promotion or advancement
  - Helps employee be prepared





# Points to Remember – I DP?

I t is for the individual – supervisor helps

Development = significant change to improve performance

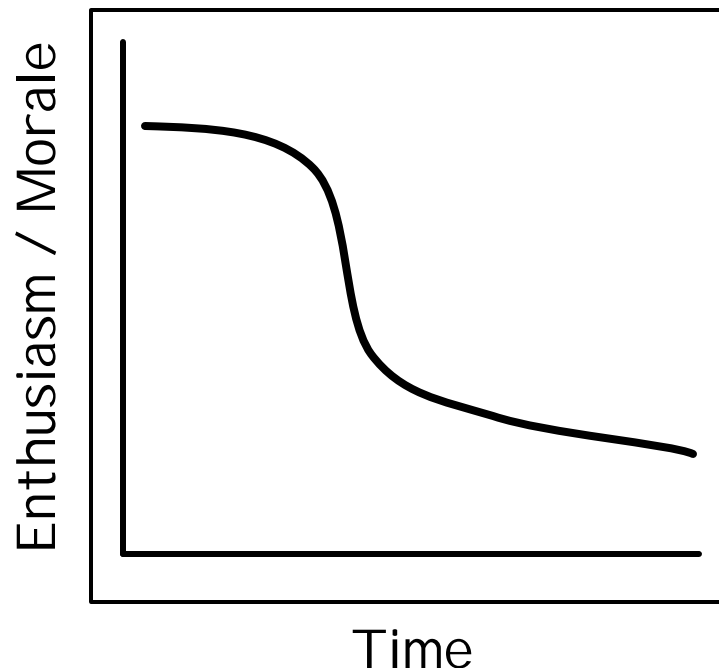
Plan - stay flexible so you accomplish your development objective even when things change





# Employee Motivation

- FACT
  - Employees are enthusiastic when they start a new job
  - Morale often declines sharply after first six months
  - Morale continues to deteriorate for many years
    - Sirota, Mischkind, & Meltzer, Harvard Business School, April 10, 2006





# Some Reasons Morale Declines:

- Supervisors often:
  - Treat employees as disposable
  - Provide little or no recognition
  - Inadvertently make the job harder
  - Provide few incentives for developing self







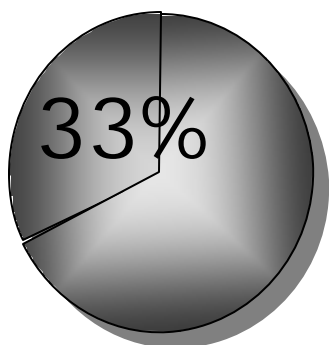
# Common Barriers

- Individual growth needs & areas not understood (individual or supervisor)
- Development not a priority
- Forgotten how to learn new skills
- Believe supervisors don't care
- Good intentions - no real change
- Few organizational incentives

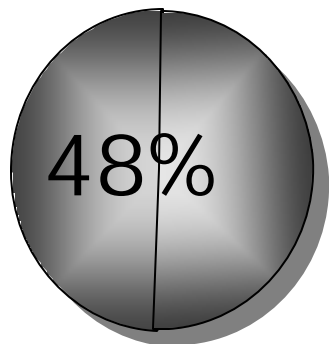




# Lack of Communication – employees /supervisors



Only 1/3 of Fed Employees  
tell supervisors their  
expectations for training



Less ½ see supervisors as a  
resource for training

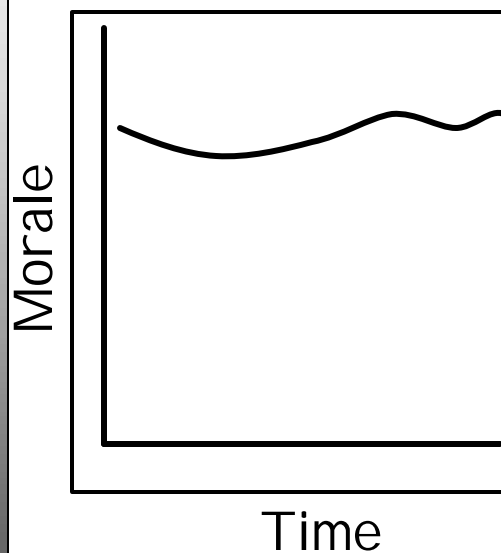
– Merit Systems Protection Board Survey 2005





## **IDP** Process Helps

# Retain Enthusiasm & Morale of Employees



The **IDP** helps focus energy to:

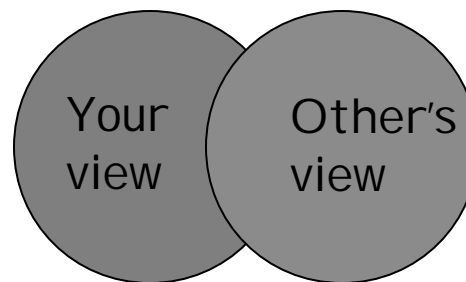
- Provide incentive – reason to go above and beyond
- Give honest recognition/feedback
- Expedite rather than hinder work
- Coach for improvement
- Communicate – fully and openly
- Deal with poor performance
- Listen and involve



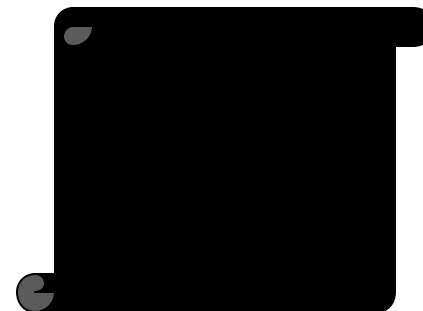


# I DP – a Process

1. Assessment



2. Goal setting



3. Plan / Develop

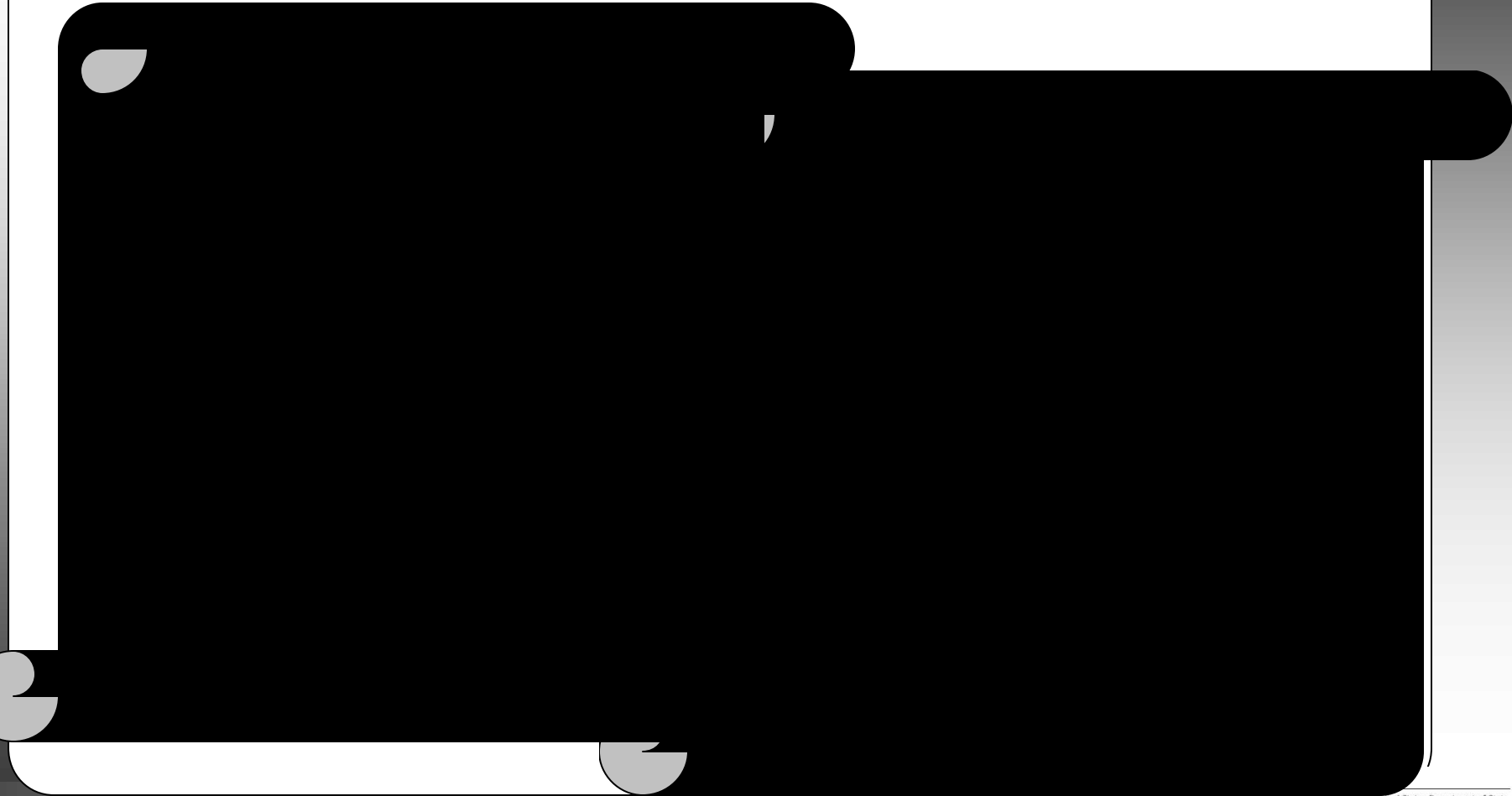


4. Implementation





# Two Types of Needs





# Success Triangle



- The Training Connection, Inc





# Identifying Needs - Gaps Grid

	Where you are now	Where you are going
Your view	<p><b>Abilities</b></p> <p>How you see yourself</p> <p>What you believe you can do.</p> <p>How you view your capabilities, style, and performance.</p>	<p><b>Goals &amp; Values</b></p> <p>What matters to you</p> <p>What matters to you</p> <p>This refers to what motivates and energizes you and directs your behavior.</p>
Other's view	<p><b>Perceptions</b></p> <p>How others see you</p> <p>How other people perceive your capabilities, style, performance, motives, priorities, and values.</p>	<p><b>Success Factors</b></p> <p>What matters to others</p> <p>The standards that are defined by your roles, responsibilities, cultural norms, and other people's expectations.</p>





# Identifying Needs - Gaps Grid

	Where you are now	Where you are going
Your view	<p><b>Abilities</b></p> <p>How you see yourself</p> <p>What you believe you can do.</p> <p>How you view your capabilities, style, and performance.</p>	<p><b>Goals &amp; Values</b></p> <p>What matters to you</p> <p>What matters to you</p> <p>This refers to what motivates and energizes you and directs your behavior.</p>
Other's view	<p><b>Perceptions</b></p> <p>How others see you</p> <p>How other people perceive your capabilities, style, performance, motives, priorities, and values.</p>	<p><b>Success Factors</b></p> <p>What matters to others</p> <p>The standards that are defined by your roles, responsibilities, cultural norms, and other people's expectations.</p>







# Ask Yourself --

- What do you like about your job?
- If you could change one thing – what?
- What gives greatest satisfaction?
- What will your job look like in 5 years?
- What new skill or knowledge do you need?





# Questions for Supervisors



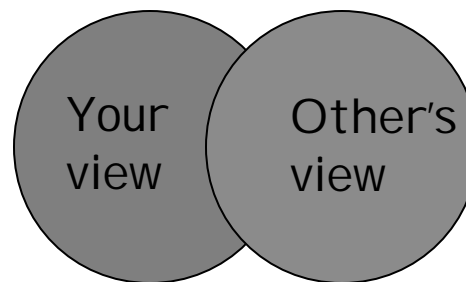
- Organization mission
- Work-group mission
- How are the missions changing?
- What new expertise is needed?
- How can we develop the expertise?



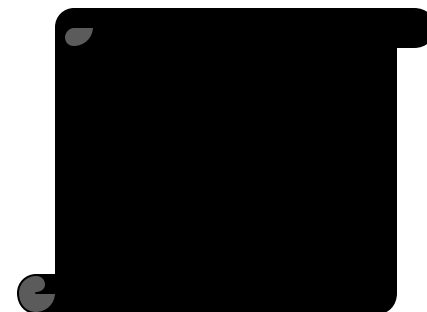


# I DP – a Process

1. Assessment



2. Goal setting



3. Plan / Develop

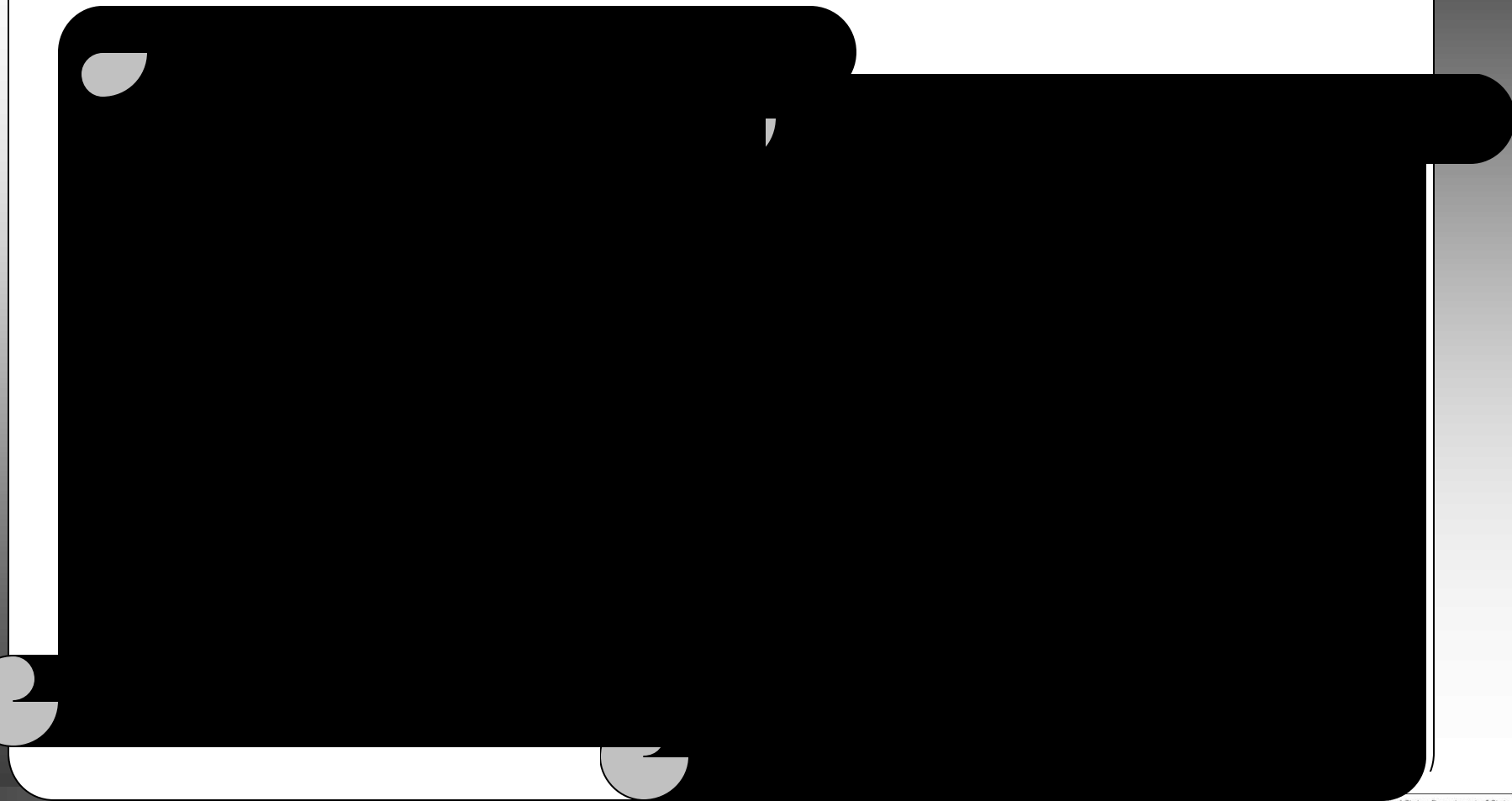


4. Implementation





# Setting Goals





# Short Term Goals

FRANK AND ERNEST

BOB THAVES





# SMART Goals / Objectives

**S**pecific: The objective is clear and precise

**M**easurable: The objective is tied to concrete results

**A**chievable: The objective can be achieved with available resources (don't be afraid to stretch)

**R**esults-oriented: Helps you achieve a larger goal (Make it count for the organization)

**T**ime-Framed: Specific mileposts/ deadlines to achieve your goal. Helps have accountability.





# Performance =

## Ability

Can do factor

---

Aptitude

Knowledge

Skill

## Effort

Will do factor

---

Values

Personality

Expectancy

Other – Drugs,  
alcohol, life crisis

## Situational Factors

---

Work Process

Job design

Tools

Equipment

Peer influence

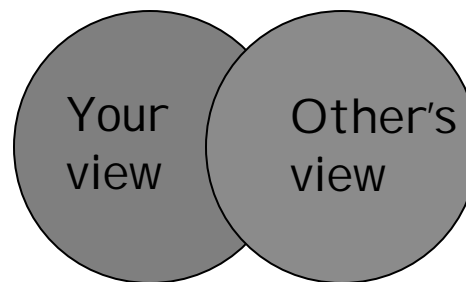
Rewards



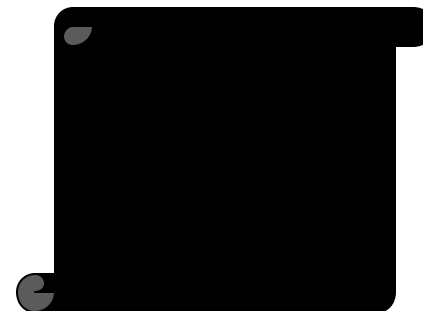


# I DP – a Process

1. Assessment



2. Goal setting



3. Plan / Develop



4. Implementation







# Supervisor's Input

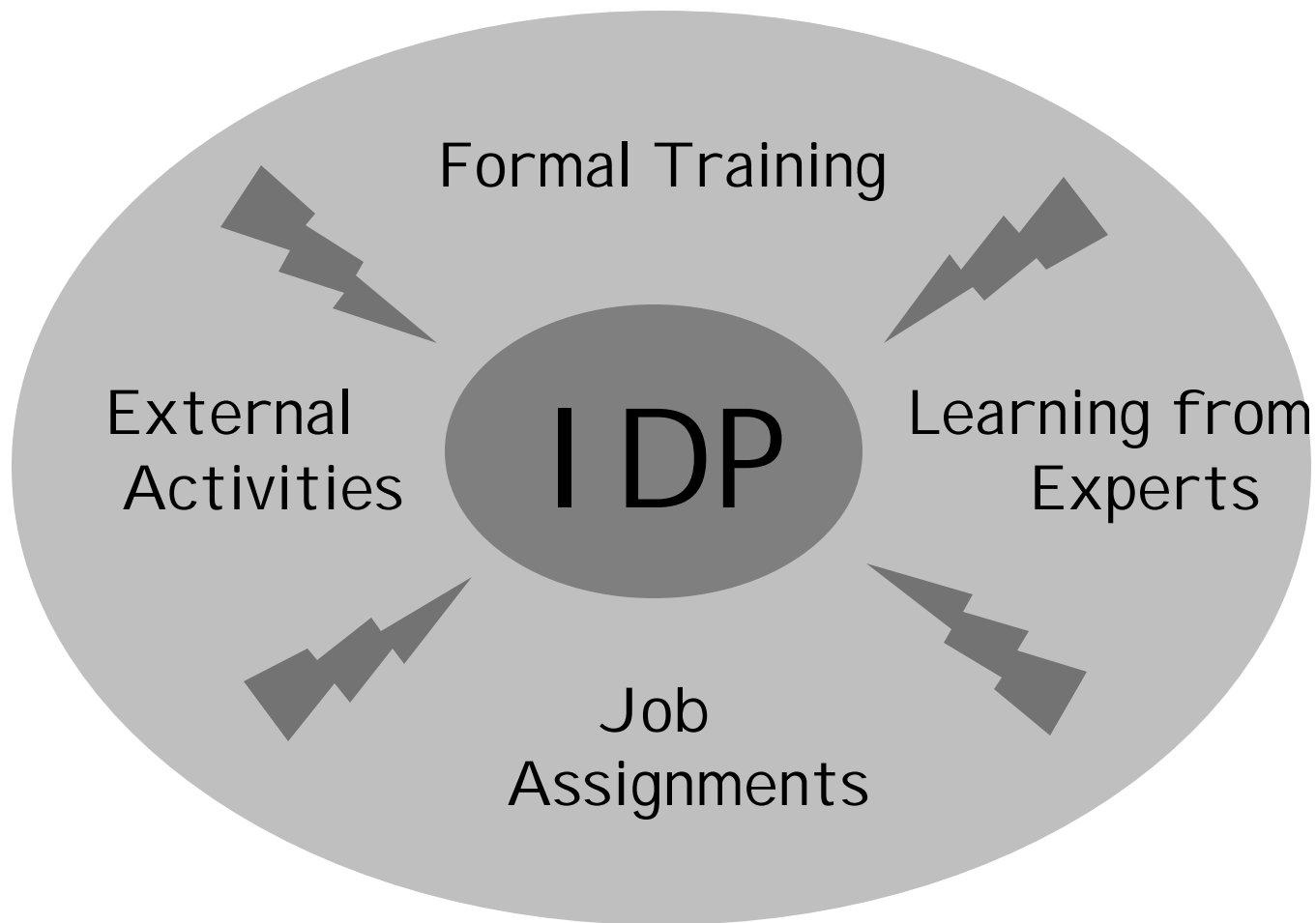


- Organization mission
- Unit or function mission
- How is the mission changing?
- What new expertise is needed?
- How can we develop the expertise?





# How can competency be developed?





How

ed?

## External Activities

- Professional Association
- Educational Seminars
- Volunteering
- Volunteer Service Church & Community
- Networking Project Teams
- Research and Development
- Independent Studies
- Distance Learning Programs





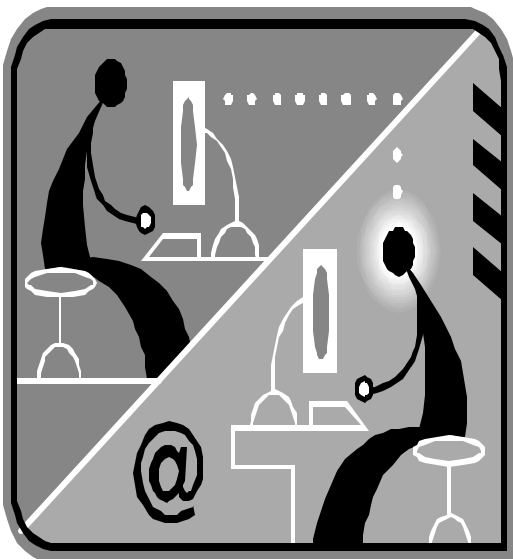
# Ask Yourself --

- What do you like about your job?
- What gives greatest satisfaction?
- What talents do you want to grow?
- What will your job look like in 5 years?
- What new skill or knowledge do you need?





# Employee/Supervisor Discussion



- The Discussion or Conversation is key!
  - Use the questions from previous slide to start
  - Establish goals
  - I identify training
  - I identify experiential opportunities
  - I identify who needs to take action





# Individual Development Plan





U.S. DEPARTMENT OF STATE  
INDIVIDUAL DEVELOPMENT PLAN

NAME (Last, First, Middle)

William Sample State

EFFECTIVE DATES OF PLAN (mm-dd-yyyy)

FROM: 01/01/2007 TO: 12/31/2007

PRESENT POSITION TITLE AND GRADE

Staff Assistant - GS 7

SHORT-TERM CAREER GOALS (One year goal)

Be prepared for promotion to GS -9 Staff Assistant

LONG-TERM CAREER GOALS (Three-five years)

Transition to Management Analyst career field.

DEVELOPMENTAL OBJECTIVES (KNOWLEDGES,  
SKILLS & ABILITIES TO BE DEVELOPED)

ON-THE-JOB TRAINING/ASSIGNMENTS  
(INCLUDING SELF-DEVELOPMENT ACTIVITIES, I.E.  
READING MANUALS, DOING ROTATIONS)

DATE  
SCHEDULED  
(mm-dd-yyyy)

DATE  
COMPLETED  
(mm-dd-yyyy)

FORMAL TRAINING

DATE  
SCHEDULED  
(mm-dd-yyyy)

DATE  
COMPLETED  
(mm-dd-yyyy)

Become Microsoft Office Systems  
certified in MS Word

Practice using things learned from  
class in preparing documents for  
supported personnel

2/28/07

MS Word 2003 Level Two  
(PK433)  
MS Word 2003, MOS (PS430)

2/26/07  
4/9/07

2/27/07

Become Microsoft Office systems  
Certified in MS Outlook

Set up my supervisors outlook to be  
more efficient and accurate

6/1/07

MS Outlook 2003 (PS 498)  
MS Outlook 2003, MOS (PS 492)

5/17/07  
TBD

Learn more about what a staff  
officer in the DoS does.

Arrange to shadow a Staff Officer for  
two days.

4<sup>th</sup> Qtr  
2007

Learn the tickler system Super Sally  
Secretary uses to never miss a  
deadline.

Cross train in Super Sally's office  
for five days spread over two or  
three weeks.

3<sup>rd</sup> Qtr  
2007

Earn Bachelors degree from  
accredited college

Research alternative methods to  
attend and get a degree from college.  
Apply for matriculation in a degree  
program

April  
2007

EMPLOYEE SIGNATURE AND DATE (mm-dd-yyyy)

William Sample State 1/11/2007

SUPERVISOR SIGNATURE AND DATE  
(mm-dd-yyyy)

Nancy Supervisor 1/11/2007

PERSONNEL SPECIALIST SIGNATURE AND DATE

(SIGNATURE SIGNIFIES AGREEMENT TO IMPLEMENTATION TO THE EXTENT THAT FUNDING AND WORKLOAD PERMIT.)

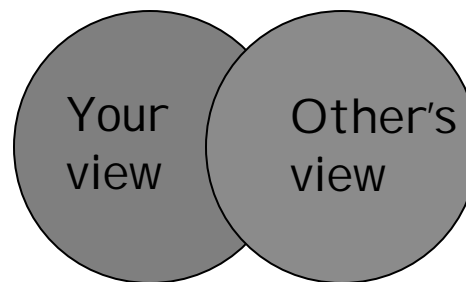
DS-1922



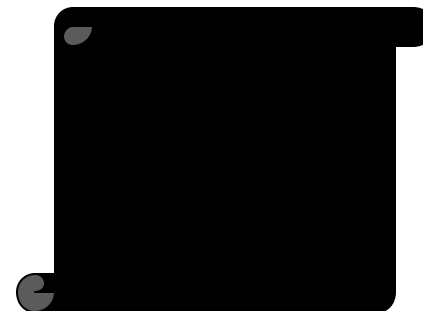


# I DP – a Process

1. Assessment



2. Goal setting



3. Plan / Develop



4. Implementation





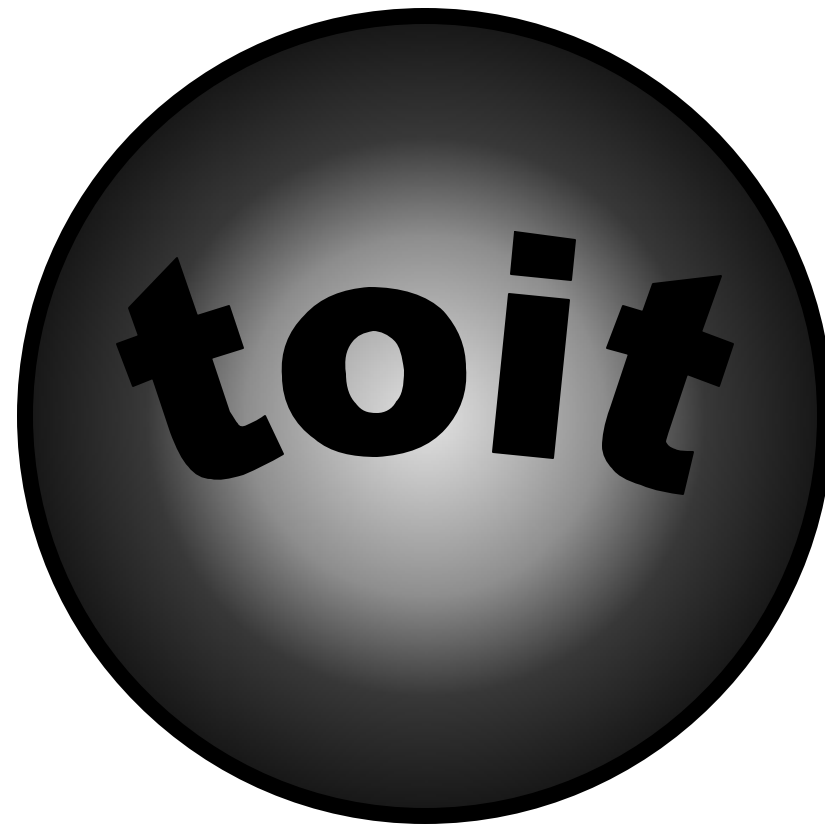


# I DP I mplementation

The future is . . . a place that is created-created first in the mind and will, created next in activity. The future is not some place we are going to, but one we are creating. The paths are not to be found, but made, and the activity of making them, changes both the maker and the destination.

- John Schaar, *futurist*





How to beat procrastination –  
Just get a round to-it!





# I DP I mplementation

Plans are only good intentions unless they immediately degenerate into hard work.

- Peter Drucker  
*American management writer (1909 - 2005)*





# I DP Implementation

Even if you are  
on the right  
track, you will  
get run over if  
you just sit  
there.

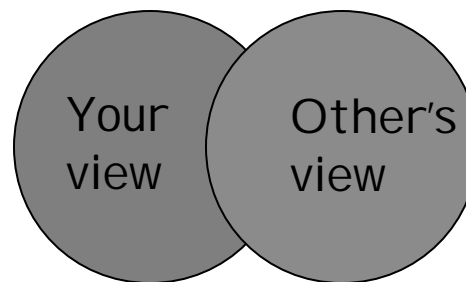
– Will Rogers



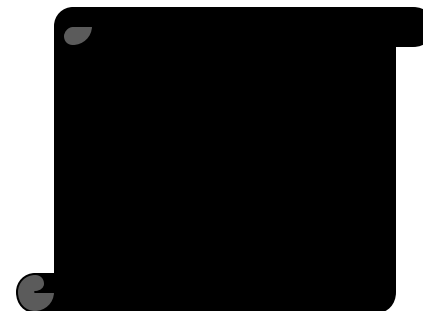


# I DP – a Process

1. Assessment



2. Goal setting



3. Plan / Develop



4. Implementation





# Helpful Resources

- GovLeaders.org -  
<http://www.govleaders.org/idp.htm>
- US CoastGuard -  
<http://www.uscg.mil/LEADERSHIP/idp/index.htm>
- USGS -  
<http://training.usgs.gov/Leadership/IDP.html>
- ARMY -  
<http://cpol.army.mil/library/permisss/75c.html>
- Department of Commerce  
[http://ohrm.os.doc.gov/Training/DEV01\\_000088](http://ohrm.os.doc.gov/Training/DEV01_000088)





# Helpful Resources

- OPM - [http://www.opm.gov/hcaaf\\_resource\\_center/assets/Lead\\_tool3.pdf](http://www.opm.gov/hcaaf_resource_center/assets/Lead_tool3.pdf)
- BLM  
[http://www.ntc.blm.gov/leadership/tools\\_idp\\_faqs.html](http://www.ntc.blm.gov/leadership/tools_idp_faqs.html)
- USDA Farm Service Agency  
<http://www.fsa.usda.gov/FSA/hrdapp?area=home&subject=train&topic=idp>
- NIH <http://osmp.od.nih.gov/Divisions/Workforce/WorkLifeCenter/Career+Development/idp.htm>
- OPM <https://www.pmf.opm.gov/TDevelopmentPlan.aspx>





# Secrets to Success

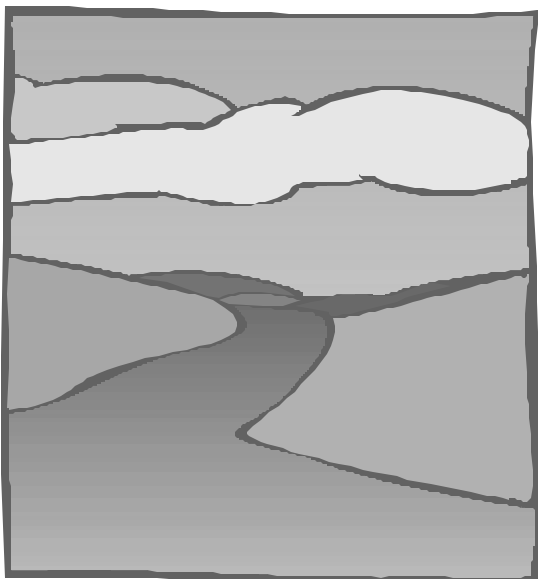
- Always think positive – think success
- Dream big - set goals
- Take Action – Get started now
- Learn constantly
- Get facts – analyze details
- Be honest & dependable – take responsibility
- Work Hard – never give up
- Focus – don't let others distract you
- Innovate – think outside the box
- Work with people effectively







# Is your IDP Successful?



Success is a journey,  
not a destination.  
The doing is often  
more important than  
the outcome.

- Arthur Ash





Begin at the beginning  
and go on till you come  
to the end: then stop.

Lewis Carroll – Alice in Wonderland

